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ABSTRACT

A survey of full-time employees at Brookdale Community College (BCC) was conducted to evaluate the college president and his staff in terms of the president's responses to the major mission and goals of BCC, the style of management of the president and his staff, and general comments. Mailed questionnaires were returned by 172 full-time staff members who represented 28% of the full-time and permanent part-time employees. Of the respondents, 47.7% were faculty, 37.2% were support staff, and 15.1% were administrators. The study concluded that the president was fulfilling his responsibilities in a highly commendable or fairly highly commendable manner based on the following: (1) on no question did the combined total of "fairly high" or "high" ratings equal less than 50%; (2) the mean percentage of respondents rating the president "high" on all questions was 40%, while the mean percentage of those rating him "fairly high" on all questions was 35%; (3) 92.4% of the respondents felt the president was an effective advocate to the outside community; and (4) the area in which the president was rated least highly was in fostering "an environment which recognizes human potential, promotes growth, and rewards initiative," as only 57.4% of the respondents rated the president's performance "high" or "fairly high." The study questionnaire is appended. (LL)

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ED233773

# REPORT OF THE EVALUATION OF THE PRESIDENT'S OFFICE

OFFICE OF RESEARCH AND DEVELOPMENT
BROOKDALE COMMUNITY COLLEGE

JUNE 23, 1983

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I. Introduction

Dr. B. A. Barringer, President of the College, asked the College Senate to perform an evaluation of the perceptions of the College Community of the President and his staff.

The survey was divided into four parts:

1. An evaluation of the President's responses to the major mission and goals of the College.
2. An evaluation of the President's style of management and leadership.
3. An evaluation of the management and leadership style of the President's staff. The members of the President's staff are:

   Executive Assistant to the President - Gersh Tomlinson

   Affirmative Action Officer - Liz Lamurey

   Vice-President for Administrative Services - Tom Auch

   Vice-President for Educational Services - Margaret Gwynne

   Office of Research and Development - Jerry Ryan
4. General comments reflecting your particular views of what's happening at Brookdale.

Section 3 was tabulated by Karyn Madsen and Kathleen Owens of the President's office under the supervision of Mary Lou Wagner, Chairperson of the College Senate. The President shared the results only with the specific administrators evaluated.

II. Research Methodology

The College Senate appointed a special committee to devise a questionnaire and perform the survey. Susan Juba of the Research and Development Office provided technical assistance to the special committee.

The questionnaires were mailed to the homes of full-time staff members on April 21, 1983. All returns were coded in the Research and Development Office and sent to the Computer Center for processing.

The survey results were presented to Mary Lou Wagner, Chairperson of the College Senate on June 12. Ms. Wagner presented the results to Dr. Barringer on June 15. The Research and Development Office was then asked by Dr. Barringer to analyze the results and prepare a survey report. The aggregate results have been presented for each question. Comparative results have either been presented or discussed only when statistical significance of at least the .05 level was determined.

The College's SPSS program was utilized to test the statistical significance of responses. Statistical significance was determined by a Chi Square Test at .05 level of significance.

III. Results

A. Demographics of Respondents

A total of 172 individuals responded to the survey, or roughly 28 percent of the full-time and permanent part-time employees of the College. Employees of the Educational Services Division constituted 87 percent of the respondents; 10.5 percent were Administrative Services employees; 2.5 percent were members of the President's Office.

The most reponses came from employees who have been working at the College for at least ten years, constituting 47.3 percent. Employment for five to nine years was the category for 26.7 percent of the respondents; two to five years, 20 percent; two or less, 6.1 percent.

Of the respondents, 47.7 percent identified themselves as faculty, 37.2 percent as support staff, and 15.1 percent as administration.

B. Responses to Questions

The rating scale for the survey was as follows: 5 = High, 4 = Fairly High, 3 = Moderate, 2 = Fairly Low, 1 = Low, and No Opinion. Staff were asked to circle the single response which best indicated their opinion.

The first series of questions related to four objectives of the College. Staff were asked to give their opinion regarding the President.

Question 1-A

| | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| Sustains among students, faculty, staff, and administration a sense of community with open, consistent, and useful communication and mutual trust. | 66<br>39.1 | 59<br>34.9 | 27<br>16.0 | 10<br>5.9 | 7<br>4.1 |

Of the support staff respondents, 79.0 percent rated the President fairly high or high on this question compared to 50 percent of the administration and 77.8 percent of the faculty.

Question I-B

| Fosters an environment which recognizes human potential, promotes growth, and rewards initiative. | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| | 46 | 51 | 35 | 16 | 21 |
| | 27.2 | 30.2 | 20.7 | 9.5 | 12.4 |

There were no statistically significant differences in responses among staff categories.

Question I-C

| Provides staff development opportunities to encourage professional growth for employees. | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| | 46 | 64 | 34 | 11 | 10 |
| | 27.9 | 38.8 | 20.6 | 6.7 | 6.1 |

Not statistically sigificant among staff categories.

Question I-D

| Ensures efficient use of all College resources--human, material, and financial. | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| | 40 | 58 | 44 | 12 | 10 |
| | 24.4 | 35.4 | 26.8 | 7.3 | 6.1 |

Of the faculty respondents, 71.8 percent rated the President fairly high or high on this question compared to 52 percent of the administration and 47.6 percent of the support staff.

Question II-A

| Has students' interests in mind when making decisions. | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| | 77 | 66 | 16 | 4 | 1 |
| | 47.0 | 40.2 | 9.8 | 2.4 | 0.6 |

Question II-B

| Demonstrates trustworthiness (honesty, reliability, integrity). | 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|---|
| | 84 | 51 | 17 | 7 | 7 |
| | 50.6 | 30.7 | 9.9 | 4.2 | 4.2 |

Question II-C

Demonstrates ability to motivate College personnel.

| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|
| 51 | 62 | 31 | 15 | 9 |
| 30.4 | 36.9 | 18.5 | 8.9 | 5.4 |

Question II-D

Demonstrates ability to inspire confidence.

| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|
| 67 | 54 | 23 | 9 | 10 |
| 41.1 | 33.1 | 14.1 | 5.5 | 6.1 |

Question II-E

Encourages participation in decision making and demonstrates willingness to consider opposing views.

| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|
| 58 | 60 | 26 | 10 | 6 |
| 36.2 | 37.5 | 16.2 | 6.3 | 3.7 |

Question II-F

Keeps channels of communication open.

| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|
| 81 | 45 | 28 | 7 | 2 |
| 49.7 | 27.6 | 16.3 | 4.3 | 1.2 |

Question II-G

Demonstrates good insight and judgment in dealings with students.

| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|
| 62 | 51 | 13 | 1 | 3 |
| 47.7 | 39.2 | 10.0 | 0.8 | 2.3 |

Question II-H

Demonstrates good insight and judgment in dealings with College personnel.

| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|
| 46 | 61 | 34 | 12 | 5 |
| 29.1 | 38.6 | 21.5 | 7.6 | 3.2 |

Question II-I

Is a good organizer and planner.

| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|
| 56 | 51 | 21 | 4 | 7 |
| 40.3 | 36.7 | 15.1 | 2.9 | 5.0 |

Question II-J

Demonstrates ability to see beyond present (what effect decisions will have on the future well-being of the College).

| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|
| 77 | 57 | 20 | 2 | 7 |
| 47.2 | 35.0 | 12.3 | 1.2 | 4.3 |

Question II-K

Demonstrates willingness to resolve problems.

| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|
| 75 | 63 | 16 | 7 | 3 |
| 45.7 | 38.4 | 9.8 | 4.3 | 1.8 |

Question II-L

Is accessible to staff and students.

| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|
| 97 | 41 | 21 | 2 | 6 |
| 58.1 | 24.6 | 12.6 | 1.2 | 3.6 |

Question II-M

Is an effective advocate to the outside community.

| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|
| 104 | 42 | 7 | 2 | 3 |
| 65.8 | 26.6 | 4.4 | 1.3 | 1.9 |

Question II-N

Fosters good morale within College community.

| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|
| 52 | 62 | 27 | 11 | 14 |
| 31.3 | 37.3 | 16.3 | 6.6 | 8.4 |

Question II-O

Resolves conflicts in a constructive manner.

| 5 | 4 | 3 | 2 | 1 |
|---|---|---|---|---|
| 38 | 65 | 29 | 7 | 4 |
| 22.1 | 37.8 | 16.9 | 4.1 | 2.3 |

There was no statistical significance among staff categories in Section II.

The comments section of the survey included the following question:

| Do you feel the President's staff work well as a unit? | Results | | |
|---|---|---|---|
| | Yes | No | No Opinion |
| Total Respondents | 64<br>39.8 | 48<br>29.8 | 49<br>30.4 |
| Faculty | 27<br>36.0 | 25<br>33.3 | 23<br>30.7 |
| Administration | 12<br>50.0 | 4<br>16.7 | 8<br>33.3 |
| Support Staff | 25<br>40.3 | 19<br>30.7 | 18<br>29.0 |

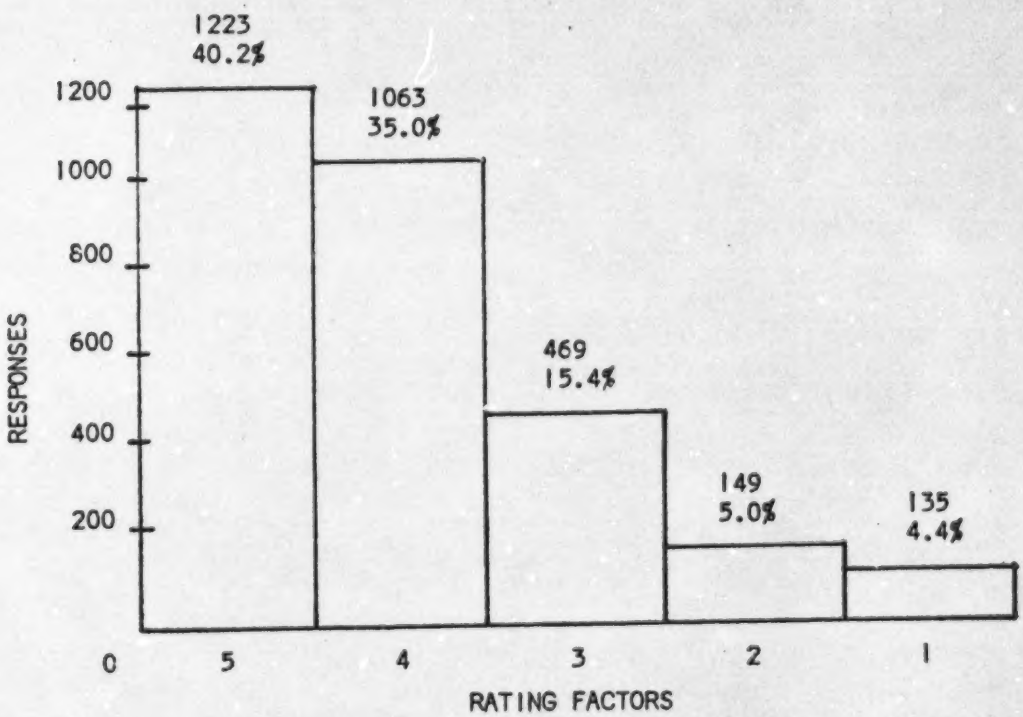
Once again there was no statistical significance found among staff categories.

IV. Interpretation of Results

The results of the Evaluation of the President's Office indicate that the full-time employees of the College, to the extent that they can be adequately represented by the 172 respondents to the questionnaire, perceive that the President is fulfilling his responsibilities in a highly commendable (5 rating) or fairly highly commendable (4 rating) manner. This conclusion is made based on the following:

1. On no question did the combined total of 4 or 5 ratings equal less than 50 percent. The lowest combined total was 57.4 percent on Question I-B: Fosters an environment which recognizes human potential, promotes growth, and rewards initiative.

2. The highest combined total was 92.4 percent in Question 11-M: Is an effective advocate to the outside community.
3. The mean percentage of respondents rating the President a 5 on all questions was 40 percent.
4. The mean percentage of respondents rating the President a 4 on all questions was 35 percent.
5. The histogram below depicts the distribution of ratings throughout the survey:




Frequency Comparisons
Perception Ratings, Evaluation of the President

## EVALUATION OF THE PRESIDENT'S OFFICE

### INTRODUCTION

At the request of Dr. Bob Barringer, the committee appointed by the College Senate has developed the following survey which we hope you will fill out and return to a member of the Senate as soon as possible. The intent of the survey is to determine how you, a member of the College community, perceive the President and his staff to be fulfilling their duties and responsibilities. Please fill this out to the best of your ability. Your impressions are what count, not your first-hand knowledge.

The survey is divided into four parts:

I. An evaluation of the President's responses to the major mission and goals of the College.

II. An evaluation of the President's style of management and leadership.

III. An evaluation of the management and leadership style of the President's staff. The members of the President's staff are:

Executive Assistant to the President-Gersh Tomlinson
Affirmative Action Officer-Liz Lamurey
Vice-President for Administrative Services-Tom Auch
Vice-President for Educational Services-Margaret Gwynne
Office of Research and Development-Jerry Ryan

IV. General comments reflecting your particular views of what's happening at Brookdale.

Thank you for your prompt reply. Your opinion is much valued and will provide valuable information for the President and his staff.

Most sincerely,

THE COLLEGE SENATE

EVALUATION OF THE PRESIDENT-BOB A. BARRINGER

Directions:

The rating scale for this survey is as follows: 5 = High, 4 = Fairly High, 3 = Moderate, 2 = Fairly Low, 1 = Low, and No Opinion. Please circle the number which indicates your opinion.

I. The following are some of the objectives for the College. In your opinion, how effective has the President been in working toward achieving these objectives.

A. Sustains among students, faculty, staff, and administration a sense of community with open, consistent, and useful communication and mutual trust. 5 4 3 2 1 No Opinion

B. Fosters an environment which recognizes human potential, promotes growth, and rewards initiative. 5 4 3 2 1 No Opinion

C. Provides staff development opportunities to encourage professional growth for employees. 5 4 3 2 1 No Opinion

D. Ensures efficient use of all College resources--human, material, and financial. 5 4 3 2 1 No Opinion

II. The following characteristics relate to the President's management style and leadership:

A. Has students' interests in mind when making decisions. 5 4 3 2 1 No Opinion

B. Demonstrates trustworthiness (honesty, reliability, integrity). 5 4 3 2 1 No Opinion

C. Demonstrates ability to motivate College personnel. 5 4 3 2 1 No Opinion

D. Demonstrates ability to inspire confidence. 5 4 3 2 1 No Opinion

E. Encourages participation in decision making and demonstrates willingness to consider opposing views. 5 4 3 2 1 No Opinion

F. Keeps channels of communication open. 5 4 3 2 1 No Opinion

G. Demonstrates good insight and judgment in dealings with students. 5 4 3 2 1 No Opinion

H. Demonstrates good insight and judgment in dealings with College personnel. 5 4 3 2 1 No Opinion

EVALUATION OF THE PRESIDENT-BOB A. BARRINGER
Page Two

I. Is a good organizer and planner. 5 4 3 2 1 No Opinion

J. Demonstrates ability to see beyond present (what effect decisions will have on the future well-being of the College). 5 4 3 2 1 No Opinion

K. Demonstrates willingness to resolve problems. 5 4 3 2 1 No Opinion

L. Is accessible to staff and students. 5 4 3 2 1 No Opinion

M. Is an effective advocate to the outside community. 5 4 3 2 1 No Opinion

N. Fosters good morale within College community. 5 4 3 2 1 No Opinion

O. Resolves conflicts in a constructive manner. 5 4 3 2 1 No Opinion

III. Please evaluate the following members of the President's staff:

1. EXECUTIVE ASSISTANT TO THE PRESIDENT - GERSH TOMLINSON

A. Has students' interests in mind when making decisions. 5 4 3 2 1 No Opinion

B. Demonstrates trustworthiness (honesty, reliability, integrity). 5 4 3 2 1 No Opinion

C. Demonstrates ability to inspire confidence. 5 4 3 2 1 No Opinion

D. Encourages participation in decision making and demonstrates willingness to consider opposing views. 5 4 3 2 1 No Opinion

E. Keeps channels of communication open. 5 4 3 2 1 No Opinion

F. Demonstrates good insight and judgment in dealings with College personnel. 5 4 3 2 1 No Opinion

G. Demonstrates willingness to resolve problems. 5 4 3 2 1 No Opinion

H. Resolves conflicts in a constructive manner. 5 4 3 2 1 No Opinion

2. AFFIRMATIVE ACTION OFFICER-LIZ LAMUREY

| | | | | | | |
|---|---|---|---|---|---|---|
| A. Has students' interests in mind when making decisions. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| B. Demonstrates trustworthiness (honesty, reliability, integrity). | 5 | 4 | 3 | 2 | 1 | No Opinion |
| C. Demonstrates ability to inspire confidence. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| D. Encourages participation in decision making and demonstrates willingness to consider opposing views. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| E. Keeps channels of communication open. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| F. Demonstrates good insight and judgment in dealings with College personnel. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| G. Demonstrates willingness to resolve problems. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| H. Resolves conflicts in a constructive manner. | 5 | 4 | 3 | 2 | 1 | No Opinion |

3. VICE-PRESIDENT FOR ADMINISTRATIVE SERVICES-TOM AUCH

| | | | | | | |
|---|---|---|---|---|---|---|
| A. Has students' interests in mind when making decisions. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| B. Demonstrates trustworthiness (honesty, reliability, integrity). | 5 | 4 | 3 | 2 | 1 | No Opinion |
| C. Demonstrates ability to inspire confidence. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| D. Encourages participation in decision making and demonstrates willingness to consider opposing views. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| E. Keeps channels of communication open. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| F. Demonstrates good insight in dealings with College personnel. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| G. Demonstrates willingness to resolve problems. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| H. Resolves conflicts in a constructive manner. | 5 | 4 | 3 | 2 | 1 | No Opinion |

4. VICE-PRESIDENT FOR EDUCATIONAL SERVICES-MARGARET GWYNNE

| | | | | | | |
|---|---|---|---|---|---|---|
| A. Has students' interests in mind when making decisions. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| B. Demonstrates trustworthiness (honesty, reliability, integrity). | 5 | 4 | 3 | 2 | 1 | No Opinion |
| C. Demonstrates ability to inspire confidence. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| D. Encourages participation in decision making and demonstrates willingness to consider opposing views. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| E. Keeps channels of communication open. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| F. Demonstrates good insight in dealings with College personnel. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| G. Demonstrates willingness to resolve problems | 5 | 4 | 3 | 2 | 1 | No Opinion |
| H. Resolves conflicts in a constructive manner. | 5 | 4 | 3 | 2 | 1 | No Opinion |

5. OFFICE OF RESEARCH AND DEVELOPMENT-JERRY RYAN

| | | | | | | |
|---|---|---|---|---|---|---|
| A. Has students' interests in mind when making decisions. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| B. Demonstrates trustworthiness (honesty, reliability, integrity). | 5 | 4 | 3 | 2 | 1 | No Opinion |
| C. Demonstrates ability to inspire confidence. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| D. Encourages participation in decision making and demonstrates willingness to consider opposing views. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| E. Keeps channels of communication open. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| F. Demonstrates good insight in dealings with College personnel. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| G. Demonstrates willingness to resolve problems. | 5 | 4 | 3 | 2 | 1 | No Opinion |
| H. Resolves conflicts in a constructive manner. | 5 | 4 | 3 | 2 | 1 | No Opinion |

IV. COMMENTS

1. Do you feel the President's staff works well as a unit? 5 4 3 2 1 No Opinion

2. Please indicate what you think is the single most important problem the President and his staff need to devote attention to resolving:

_____

_____

3. What do you enjoy most about Brookdale Community College:

_____

_____

4. Other:

_____

_____

5. Demographics:

A. Please check appropriate College division.

_____ Administrative Services

_____ Educational Services

_____ Research and Development

B. What general area do you work in (e.g., LRC, Physical Plant, Accounting, etc.)?

_____

C. Years employed at Brookdale?

_____ 1 - 2 years

_____ 2 - 5 years

_____ 5 - 9 years

_____ 10 or more years

Thank you for completing this survey.



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